

**MANCHESTER CITY COUNCIL
REPORT FOR INFORMATION**

COMMITTEE: Resources and Governance Overview and Scrutiny Committee

DATE: 23 February 2009

SUBJECT: Business Plans 2009/10: Comments and Observations of Overview and Scrutiny Committees

REPORT OF: City Solicitor

PURPOSE OF REPORT

To advise the Committee of priorities identified by all six Overview and Scrutiny Committees following their consideration of draft Business Plans. An invitation has been extended to all Overview and Scrutiny Chairs to participate in the Committee's discussion on the Executive's budget proposals.

RECOMMENDATIONS

The Committee is asked to have regard to this information during its consideration of the Executive's Budget proposals for 2009/10.

CONTACT OFFICERS

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BACKGROUND DOCUMENTS

None

1. Introduction

Business plans have been developed within the framework of the current Medium Term Financial Strategy. The plans have been used to influence the 2009/10 budget setting process and the Medium Term Financial Strategy and Capital Programme for 2009/10 to 2011/12.

Business planning is a key part of the Council's performance management framework. Its purpose is to align service priorities and resources with the aims and objectives of the Council.

In December 2008, all six Overview and Scrutiny Committees received a report outlining the process for approval of draft Business Plans and giving Committees the opportunity to select which, if any, they wished to scrutinise in further detail at their January meetings.

Direct recommendations from the Overview and Scrutiny Committees are set out below as well as a summary of what action has been taken in response to them.

Relevant extracts of the minutes of all six Overview and Scrutiny Committees are included as appendixes 1 to 6 of this report to inform the Resources and Governance Overview and Scrutiny Committee of priorities identified by Members during their consideration of draft Business Plans.

Appendix 1 (CYP)	Children and Young People O&S Committee
Appendix 2 (CN)	Communities and Neighbourhoods O&S Committee
Appendix 3 (EES)	Economy, Employment and Skills O&S Committee
Appendix 4 (CI)	Citizenship and Inclusion O&S Committee
Appendix 5 (RG)	Resources and Governance O&S Committee
Appendix 6 (HWB)	Health and Wellbeing O&S Committee

Chairs of Overview and Scrutiny Committees have been invited to attend today's meeting.

2. Information

Relevant recommendations from the Overview and Scrutiny Committees are set out below as well as a summary of what action has been taken in response to them.

Committee	Plan	Recommendation	Action	Contact Officer
Children and Young People OSC 6 January 2009	Children and Young People	To register concern that the focus on preventative services may be to the detriment of future investment in youth services.	There is no intention to reduce investment to youth services provision and the emerging proposals for the reorganisation of the Manchester Youth Service will in fact increase the capacity of face to face contact with young people. This will additionally improve the neighbourhood focus and responsiveness of youth work staff to local need and help develop increased capacity in communities for youth work. The focus of youth services will continue to be delivered on both a targeted and open access basis. The initial proposed savings of £150k for youth services have now been removed from the business plan.	Mike Livingstone Laureen Donnan
Communities and Neighbourhoods OSC 6 January 2009	Trading Services	To recommend that Trading Services reconsider the proposal to close the Town Hall at night and remove this from the Business Plan.	There are now no proposals to close the Town Hall at night.	Elaine Heggie

Committee	Children and Young People Overview and Scrutiny Committee
Date	6 January 2009

CYP/09/03 Business Plan: Children and Young People

A report of the Assistant Director of Children's Services was submitted summarising the Children's Services Business Plans for 2009-12 focussing in particular on the plan for Children, Young People and Families. Members were invited to comment on the strategies in relation to prevention, early intervention and safeguarding of children and to consider the significant financial impact of business planning arrangements.

The Assistant Director of Children's Services introduced the report as building on the last 3-year business plan. He highlighted the nine business objectives contained within the report, described as a priority for the Division.

The Assistant Director of Children's Services also highlighted that the report referenced areas for improvement and focussed on the challenge to meet savings targets, following significant investment. This would be achieved through emphasis on prevention and early intervention strategies to help reduce, where appropriate, the numbers of Looked After Children (LAC) and the financial pressures associated with their care. However, it was stressed that savings would not be made to the detriment of the care of LAC.

There was discussion around the value of greater emphasis on preventative services. The Executive Member for Children's Services stressed the importance of implementing early intervention strategies offering targeted support to families to reduce in the incidence of child neglect and prevent, where appropriate, children being taken into care.

Members noted that the business plan discussed the possibility of raising revenues through streamlining aspects of Youth Services.

The Assistant Director of Children's Services reassured the committee along with the Director of Children's Services that youth offer and targeted provision for young people would continue to be an important focus for Children's Services. The Director of Children's Services advised members that the business plan was in its draft stages and that this section was being reviewed. The Chair requested a report on future delivery of youth services and the role of Myplace.

The Director of Children's Services also advised that a considerable proportion of revenues are assigned to staffing and service delivery, therefore strategies are focussed on improving efficiencies in these areas as opposed to the reduction of funding for youth services.

There was discussion regarding the perception of the ongoing cycle of changing legislature and service restructure often guided by central government and the potential consequences on the rate of positive progress and staff morale.

The Director of Children's Services advised the Committee that legislative changes which arose under Every Child Matters (ECM) could have led to considerable service restructure. However, Manchester City Council had taken steps to ensure that service restructure was kept to a minimum.

With regard to the proposals under the business plan, initiatives were now aligned to have an area based focus for front line services and work force development. She advised that early indications from the Laming Review were that ECM strategies were effective and future interventions from central government would focus on monitoring its implementation.

Members asked questions regarding the section of the business plan which discussed the funding of services aligned to the Prevention of Violent Extremism.

The Director of Children's Services described the important role that schools play in the local community and their ability to assist in targeted work to promote community cohesion. She explained that there is evidence to support the view that young people can become targeted to become radicalised and that schools were well placed within the community to help build resilience in children and young people and to react to issues within the community.

Members asked whether there was confidence that the anticipated savings set out in the business plan in relation to the Family Placement Service could be achieved. The Assistant Director of Children's Services advised that savings were largely anticipated by avoiding premiums associated with using services the private sector and that figures contained within the business plan were based on projections based on static rates of LAC.

Members commented that it was difficult to scrutinise the figures in isolation and that headline figures in relation to the wider budget of the business plan would be helpful in future business plan submissions to help make a judgement. The Director of Children's Services advised the Committee that this comment would be taken into consideration in future.

Decision

1. To note recent achievements of the division and the proposed level of investment in preventative services.
2. To register concern that the focus on preventative services may be to the detriment of future investment in youth services.
3. To recognise the need to support the workforce and bolster staff morale.
4. To receive a report on the role of Myplace in the context of wider youth services which included discussion with regard to funding implications.
5. To ensure that any reductions to the number of Look After Children are not based on financial considerations and that the safety of children remains paramount.
6. To request a report on the Preventing Violent Extremism agenda at a future meeting of the Committee.

Committee **Communities and Neighbourhoods Overview
and Scrutiny Committee**

Date 6 January 2009

CN/09/04 Business Plans

A report of the Head of Corporate Performance introduced the Council's business planning process and identified the business plans requested for review by the Communities and Neighbourhoods Overview and Scrutiny Committee at its meeting in December 2008. The Committee requested business plans from

- Housing Services
- Environmental Services
- Trading Services
- Transport and Engineering Services
- Housing Services

The Interim Director of Housing Services provided a brief overview of the Housing Services Business Plan for 2009 –2012.

Housing Services provided frontline and support services as follows:

- Strategic direction and leadership through the development of the City's Housing Strategy
- Widening housing opportunities - broadening the role of support and advice we provide to residents looking for accommodation, including access to training or employment
- Homelessness Services – preventing homelessness, providing homes and support to vulnerable residents who have become homeless and developing new and innovative ways of reducing the impact of homelessness on the wider community
- Supporting People – ensuring access to and sustainability of accommodation for vulnerable households
- Crime, Disorder and Respect – contributing to reducing Crime and Disorder and tackling Anti Social Behaviour
- Housing Support – through embedding the Triple Track and Think Families approach, supporting residents to maximise their potential and increase their self-esteem.
- Private Sector Housing – Intervention to improve the quality of, and access to existing stock, raising standards in the private rented sector and tackling empty properties
- Business support - allocations/nominations/management of the housing register policy/finance/housing information/research and intelligence/the Strategic Housing Partnership
- Local Housing Services Landlord Function – managing the remaining City Council housing stock

It was noted that the responsibility for Supporting People - ensuring access to and sustainability of accommodation for vulnerable households" was to be transferred to Adult Social Care as of 2009 and a full report had been requested by the health and Well-being Scrutiny Committee. A more detailed report on Supporting People with reference to the

strands of work within remit of the Communities and Neighbourhoods Overview and Scrutiny Committee would be brought back to a later meeting of the Committee.

Members of the Committee noted that one of the key national issues identified in section 1.2 of the business plan was the national economic downturn and sought more information on the work around mortgage rescue support for vulnerable households at risk of losing their homes. Members were advised that this was part of a re-appraisal of short-term national housing policy. Members commented that it was important for the Council and its partners to take an active role to offer advice to people at the early stages of financial trouble. The Committee recognised that this was a major issue and requested that further information be reported to give more detailed guidance to the mortgage rescue support offered to vulnerable people at risk of losing their homes during the economic downturn.

Members of the Committee sought clarification on the figures showing homelessness prevention and reduction. Officers explained that the increase in the use of measures to prevent homelessness such as mediation schemes had resulted in a reduction in the number of people applying for assistance and being accepted as homeless. Members were also advised that those seeking a permanent address and employment were offered support to find voluntary work and training.

Members queried what action was taken to encourage Registered Social Landlords (RSL's) to make empty properties habitable where the RSL had a large number of vacant properties. The Interim Director of Housing Services advised that this information would have to be reported back to the Committee at a later date.

Members sought further clarification on the support of service users on the implementation of the hostel replacement programme and the closure of the Men's Direct Access Centre. It was reported that consultation had been undertaken with service users, who had indicated that they preferred smaller homes for the provision of support rather than a large hostel base.

Environmental Services

The Head of Street Management & Enforcement provided a brief overview of the Environment Services Business Plan for 2009 –2012.

Environmental Services have the following responsibilities

- Regulatory and Enforcement Services (incorporating Environmental Health, Licensing and Trading Standards)
- Street Management (incorporating Street Environment Management, Parking, CCTV, Public Realm Management, and Street Wardens)
- Waste and Recycling
- Green City
- Environmental Campaigns

The team also cover a number of statutory functions including:-

- Provision of waste and recycling services
- Inspection for and enforcement against statutory nuisances

- Keeping land and highways clear of litter
- Administration and enforcement of licensing
- Inspection of premises and events with regard to health, pollution controls, safety, food and consumer law
- Monitoring of Air Quality and Register of Contaminated Land
- The Council as a whole has a statutory duty to 'have to regard to' Climate Change and Biodiversity throughout all activities and decisions

The Committee noted that there were 288 community guardians as of October 2008 and recognised the importance of the role within the community. They expressed concern that there were not enough measures in place to prevent people in post abusing the position for personal gain and that work should focus on supporting those that work hard for their communities. The Committee requested a further information report to be brought to the next meeting to outline in more detail what measures were in place to support community guardians and prevent some from abuse of the post.

Trading Services

The Director of Commercial Services provided a brief overview of the Trading Services Business Plan for 2009 –2012.

Trading Services deliver the following services:

- Bereavement Services
- Manchester Markets
- Building Cleaning
- Public Conveniences
- Catering Services including Manchester Fayre
- Security Services
- Community Transport
- Street Scene Services
- Fleet Management & Support Services
- Town Hall Services
- Manchester Contracts

There was some discussion around the number of public conveniences across the city centre and members of the Committee sought clarification on whether the Council supported pay per use public conveniences, as there was a noted shortage of conveniences in the city centre. Members were advised that they were currently in negotiation with a number of proprietors of restaurants and bars to sign up to a signposting scheme to enable members of the public to use their facilities without condition of purchasing something. The Committee requested more details of this scheme to be provided to a future meeting.

Members expressed concern at the proposed efficiency savings to be achieved from closing the Town Hall at night and reducing the number of public reception points as detailed in section 1.9 of the business plan. Officers advised that the benefit in reducing the number of reception points for members of the public was twofold; to provide a better overall service with one contact point and also to channel a secure way of showing visitors around the Town Hall. Members were still concerned that closing the Town Hall at night

could result in security issues in emergency situations with particular reference to access to keys and recommended that this proposal be removed from the business plan.

Members of the Committee sought clarification on the range of funeral and cremation packages offered by Bereavement Services. It was noted that there were currently no basic packages offered to residents at a reduced cost. Members requested a more detailed report to explore the options to introduce a reduced price basic funeral to the next meeting of the Committee.

Transport Services

The Director of Engineering Services provided a brief overview of the Transport Services Business Plan for 2009 – 2012.

Transport Services consisted of four teams:

- City Team - delivering the transport policy for the City; inputting into regional and sub-regional strategy; and monitoring the Local Transport Plan (LTP)
- Travel Change Team, delivering travel behaviour change programmes to a range of organisations throughout the city through, for example, the travel planning process
- PTA Policy Team, delivers a dedicated policy function to the GMPTA
- Committee Team, which in addition to providing democratic services to the GMPTA, provides Company secretarial support to a range of key partners and stakeholders throughout the City.

There was some discussion around the reduction in congestion targets set out in Section 2 of the business plan. Members questioned how the Council would achieve these targets. The Executive Member for Environment reported that dealing with congestion in the City was still a priority although the Council was not yet in a position to report the details of the next steps following the result of the referendum. The Council was working toward a package to take forward the next stages of the Transport Innovation Fund bid and this would be announced in due course.

Decision

1. To note the content of the business plans
2. To request a further report on mortgage rescue support offered to vulnerable people at risk of losing their homes during the economic downturn, be reported to a future meeting.
3. To request that the Interim Director of Housing clarify what actions are taken to encourage Registered Social Landlords (RSL's) to make empty properties hospitable and provide this information to members of the Committee via the Information and Overview Report.
4. To request that a further information report be brought to the next meeting of the Committee to outline in more detail what measures were in place to support community guardians and to outline the measures in place to prevent people in post from abusing the position for personal gain.

5. To provide further detail of the public convenience signposting scheme to a future meeting of the Committee via the Information and Overview report.
6. To recommend that Trading Services reconsider the proposal to close the Town Hall at night and remove this from the Business Plan.
7. To request that Bereavement Services provide a further detailed report to outline the options for the provision of a reduced price basic funeral to be reported to the Committee in February 2009.

Committee	Economy Employment and Skills Overview and Scrutiny Committee
Date	7 January 2009

EES/09/04 Business Plan: Regeneration and Economic and Urban Policy

A report of the Chief Executive and the City Treasurer was submitted to introduce the Council's business planning process in relation to the above.

Members asked what danger there was that European Regional Development Fund (ERDF) money would be withdrawn. The Head of Regeneration acknowledged that this was possible, and that appropriate arrangements were being developed through the Audit Committee in case this occurred.

Members also requested that performance information from previous years be included so that progress could be taken into account when scrutinising the contents of the plans.

Members commented that the lack of detailed financial information acted as a barrier to scrutinising the budgetary implications. They further stated that an Executive Summary, which focused on the financial consequences of the business plan, would assist in future submissions.

The Deputy Chief Executive (Regeneration) advised the Committee that a complete draft of the business plan had been submitted to allow Members to contribute towards the business planning process at a time when their comments could be reflected in the plans. He added that Executive Summaries could be submitted in addition to the draft business plan to give members the option to focus on specific aspects of the business plan should they choose to do so.

The Committee was also asked to note that business planning is not solely focussed on financial considerations and that emphasis was made on setting priorities for the service area over the next years.

Decision

1. To note the report.
2. To request that future business plan submissions to the Committee include an Executive Summary in addition to the full draft.

EES/09/06 Business Plan: Manchester Adult Education Service

The Head of Manchester Adult Education Service submitted the draft business planning proposals for the service over the next 3 financial years.

The report covered the substantial service reorganisation, which had been undertaken since July 2006. This reorganisation was in relation to staffing and curriculum offer but it

was stated that the service was now in a position to undertake a further refinement of the curriculum offer.

The Head of MAES introduced the report and asked members to note that the Service operated within the academic year cycle hence the inclusion of limited financial information but advised that a 6 – 9% budget reduction was anticipated.

She explained that the proposals were aimed towards reshaping services to meet Learning Skills Councils priorities for 2008-2011 with greater emphasis on local provision with a wider range of opportunities.

Members asked to what extent local demand was assessed to determine the provision of courses. The Head of MAES informed Members that assessment of need was undertaken locally. She added that half the budget is designated for community development funding in order to encourage people back into the learning environment to reflect the aspirations of the local community.

Decision

To note the report.

Committee **Citizenship and Inclusion Overview and Scrutiny Committee**

Date 7 January 2009

CI/09/05 Business Planning 2009

A report of the Chief Executive and City Treasurer was submitted outlining the business planning process and suggested questions that had been agreed as good practice by the Overview and Scrutiny Co-ordinating Group.

Adult Social Care

The Director of Adult Social Care introduced the draft Adult Social Care Business Plan covering the financial years 2009/10 to 2011/12. She highlighted that the service was targeting better outcomes, greater satisfaction and lower costs and would achieve these through targeted prevention, strengthening individual budgets and the engagement of the department in the market place.

Members stressed the importance of strengthening reablement and mental health services and the Director agreed that these were key areas for the three-year period ahead. A sub group of the Health and Wellbeing Overview and Scrutiny Committee were overseeing the implementation of an action plan that would lead to better services.

Members commented on the diverse spread of need across the city. The Director of Adult Social Care illustrated that new management structures within the section had placed greater emphasis on district working and building up a detailed understanding of the needs of different communities.

In relation to efficiency savings, members questioned what part of the budget these savings represented, and were advised that the figure was below five percent.

Crime and Disorder

The Deputy Chief Executive (Performance) introduced the draft Crime and Disorder Business Plan for the period 2009/10 to 2011/12. He highlighted that the plan was at the very heart of the city's strategy to improve confidence and safety in Manchester's neighbourhoods. The plan had a focus on neighbourhood activity through Respect Action Weeks and Respect Action Areas and included a significant number of proposals under the Neighbourhood Funding Strategy. The plan would ensure that resources are aligned to the Council's objectives.

Members commented on the complexities of the budget for the section and the variety of funding sources. The Head of Crime and Disorder delivered an overview of the funding sources for the section.

Members noted that there were no baseline statistics for impacting on and improving residents' perception of anti-social behaviour but that the section was committed to improving in these areas over the three-year period ahead.

Decision

To note the draft business plans and support their current content.

Committee **Resources and Governance Overview and
Scrutiny Committee**

Date 8 January 2009

RG/09/04 Business Planning 2009

A report of the Chief Executive and City Treasurer was submitted outlining the business planning process and suggested questions that had been agreed as good practice by the Overview and Scrutiny Co-ordinating Group.

Trading Services

The Director of Commercial Services introduced the Draft Trading Services Business Plan covering the financial years 2009/10 to 2011/12.

Members asked what effect the economic downturn was having on Trading Services and whether it had been addressed in the Business Plan. The Director of Commercial Services responded that most of the traded services, for example waste disposal services, were essential and therefore able to resist the effects of the downturn. Manchester Markets did rely heavily on demand for traders' goods, but as the economy had started to slow down many people had moved from shopping on high streets to shopping in markets to search out lower prices.

Members referred to proposed efficiency savings including the proposal to close the Town Hall at night. Members noted that following discussion at the Communities and Neighbourhoods Overview and Scrutiny Committee meeting on 6 January 2009 this proposal was no longer being considered. It was noted that there had been incidents of theft and harassment in the Town Hall, and that proposed improvements to security and visitors' experiences would aim to address this.

Members noted the ambitious objective of attempting to reduce the average number of sick days per employee by five days by 2011. The Head of Partnerships and Investment advised that training was being spread out to employees to bring about this change amongst the trading services workforce.

Members praised the content of the business plan and the financial performance of the Trading Services section. Members questioned whether external agencies could be employed to further improve performance, for example in the community transport service. The Director of Commercial Services commented that this was a challenging area to manage because of the unpredictable demand for home to school transport and 'meals on wheels' services. Staffing work patterns were being addressed to make the services more efficient.

Members asked when a full assessment would be made of the level of bad debt affecting the Trading Services section. The Director of Commercial Services commented that large levels of bad debt were not predicted. Members noted the possibility of increased budget pressure if the section was to include write offs from City Works within its budget. Members asked for information outlining proposals to write off debt in relation to City Works to be provided to the Committee.

Decision

1. To note the contents of the draft business plan.
2. To request information outlining proposals to write off debt in relation to City Works to be provided to the Committee.

Planning and Building Control

The Head of Planning introduced the draft Business Plan for the Planning and Building Control section.

He summarised the ambitions of the service over the three-year period ahead and highlighted the importance being placed on improving customer services, developing a robust performance management framework for the section, and creating a people strategy to support the workforce to achieve the service's objectives.

He also highlighted that £220,000 in efficiency savings would be achieved in 2009/10 and in 2010/11. This would be achieved by bringing landscape advise services within the section, introducing management fees for Section 106 agreements and reviewing vacant staffing posts and only filling key positions.

Members noted the flexibility within the planning section, and the practice of moving staff into different area-based teams depending on which areas of the city were receiving the highest numbers of planning applications.

Members noted that the Business Plan Risk Register included the risk of the planning enforcement team lacking visibility. The Executive Member for Environment commented that members of the Communities and Neighbourhoods Overview and Scrutiny Committee as well as members of the Planning and Highways Committee had attended a tour of sites across the city where planning enforcement had taken place. As well as demonstrating the effectiveness of the system to Ward Councillors, members added that it was important to demonstrate its effectiveness to residents and developers.

Members noted that the Business Plan did not include funds raised through Section 106 agreements and asked for further detail on the operation and effect of these agreements. The Head of Planning advised the Committee that higher numbers of Section 106 agreements were being negotiated and that revisions to the process of administering these agreements were being made, including the introduction of administrative and management fees. Members commented that the Business Plans should include reference to the financial impact of Section 106 agreements in future years. Members also requested that details of the revisions to Section 106 agreements should be submitted to the Committee in May.

Members also referred to the Building Control Standards and noted that performance was a long way short of the target in relation to the indicator for 'Plan checking response to applicant/agent within 15 working days of receipt.' Officers responded that improvements had been achieved in this area over the past two years but that further improvements were necessary to meet the target. Customer satisfaction with the service, as evidenced in the recent customer survey, revealed high levels of satisfaction across a range of criteria.

Decision

1. To note the contents of the draft business plan
2. To request that a report providing details of the revisions to Section 106 agreements be submitted to the Committee in May.

Environmental Services

The draft business plan of the Environmental Services section, covering the years 2009/10 to 2011/12, was submitted.

The Committee had followed the production of this business plan through earlier stages to investigate the processes in place to develop rigorous business plans that can be relied upon to support the achievement of the Council's objectives.

Members noted that performance was below Manchester's ambitions in relation to emission of carbon dioxide and recycling rates, and questioned how the Council would address this over the three-year period ahead. The Head of Environmental Services highlighted that a report setting in place the city's aims and ambitions in relation to climate change, and how they would be achieved, would be submitted to the next meeting of the Executive. The Executive Member for Environment described the past year as a period of planning for change, which had involved a substantial recycling consultation and the creation of significant proposals to address climate change in Manchester. The city was demonstrating leadership in these areas and the work carried out would pave the way for greater success in the future.

Members also questioned how the service would respond to the economic downturn, and in particular the reduction in demand for wastepaper. The Head of Environmental Services responded that there may be some reduction in income but most contracts for wastepaper collection were negotiated to cover long periods and so a large reduction would not occur.

Councillor Clayton asked if there was any pressure to build an incinerator on Palatine Road because of the effect of the economic downturn on demand for recycled goods. The Head of Environmental Services advised that there were no proposals to do so. The Executive Member for Environment stated that Councillor Clayton had asked this question on multiple occasions in the recent past and had received the same response. It was requested by the Executive Member for Finance and Human Resources and Councillor Clayton that this be recorded in the minutes of the meeting.

The Chair of the Committee thanked the Head of Environmental Services for her support of the Committee's investigation into business planning processes and asked her what benefits the process has in enabling the Council's managers to better manage their services. She responded that the key benefits included demonstrating the services aims and activities to elected members, and demonstrating to front line staff how their work supports the overall key objectives of the Council as set out in the Corporate Plan.

Decision

To note the business plan and to note the effect the Committee's investigation into business planning processes has had on carrying out effective scrutiny of business plans.

Financial Management

The draft business plan of the Financial Management section, covering the years 2009/10 to 2011/12, was submitted.

The Head of Financial Management outlined the service priorities for the three year period ahead, these included improving the standard of the support service delivered, improving the Council's score for 'Use of Resources' under the Audit Commission's Comprehensive Area Assessment, and maximising the benefit of the SAP software system. The workforce development plan would play a key role in supporting staff within the section to deliver improved financial support.

Members noted that a new shared service centre had been opened on December 17th including a range of exchequer services for the Council. Members questioned whether it would be beneficial to consider investigating whether the shared service could be widened to include partners or other Greater Manchester local authorities. The Head of Financial Management added that there was no reason why this could not be considered in the future, however the first priority was to ensure that these processes are operating efficiently and effectively within the Council.

Decision

To support the contents of the business plans and the ambitions to improve the Council's use of resources and annual accounts processes.

Committee	Health and Wellbeing Overview and Scrutiny Committee
Date	8 January 2009

HWB/09/04 Business Plan – Adult Social Care

A report of the Director of Adult Social Care (ASC) provided an overview of the draft ASC Services Business Plan for 2009 – 2012. The Business plan set out the shared strategic aims and objectives with NHS partners and the business outcomes, which contributed to the priorities in the Corporate Plan.

It was reported that ASC were in the second year of transformation after agreeing the blueprint for service delivery in 2007. There were a number of specific objectives to achieve within the wider Personalisation agenda in the next financial year. These were:

Targeted prevention to reduce delay or dependence

- To focus on the access to preventative services including: widening the offer to more customers, integrated reablement services, Assistive technology, falls prevention etc.
- Services for Carers.
- Mental health services following the Boyington Report.

Individual Budgets for all

- Including focus on Safeguarding – ensuring robust and effective safeguarding procedures are in place for all customers.

The Supermarket (Active engagement by ASC in creating a market place)

- Developing in-house services to become like commercial business units and market shapers and widen the offer available.
- Widening the Housing offer to include shared ownership, Extra Care Housing.
- Shop for Support.- electronic purchasing of support services

A Member of the Committee noted that the Business plan provided a clear direction for service delivery for ASC and made reference to comments made in the Children and Young People Overview and Scrutiny Committee regarding the importance of establishing a manageable caseload for Social Workers to ensure the Council retains qualified and experienced staff. The Director of ASC acknowledged that it was important to manage caseloads of staff and informed the Committee that Priority 8 in the Business plan identified the need to increase the number of ASC staff with qualifications and restructure the way ASC operates to create teams of Social Workers who operate across customer groups and ensure the correct balance of qualified and unqualified staff. It was anticipated that the implementation of the MICARE Performance Management system would enable the department to monitor caseload management more effectively.

There was some discussion with reference to Priority 4 to widen the Housing offer and how the economic downturn in the housing market would affect elderly people living alone in owner-occupier properties where they may have difficulties in selling. In particular the Committee expressed concern that there would be difficulties in identifying vulnerable adults with a requirement for rehousing and currently living in unsuitable accommodation. Officers advised that ASC work with voluntary agencies and Care and Repair to identify relevant people who need to move and would assist them to do so at the right time.

A representative of the LINK sought clarification on how the Council would monitor the “supermarket” approach to ensure that high quality, value for money services are delivered to users. The Director of ASC responded that the Personalisation agenda was designed to offer service users a wider choice of facilities and enable them to use individual budgets to ensure that services are of the best quality available to them. There was already an information directory available on the internet and it was anticipated that service users would be able to use this online system to provide customer ratings of individual services.

It was noted that the responsibility for Supporting People and Homelessness Services would be transferred to ASC from early 2009. These functions will be integrated into the new structure of the department. The Supporting People function provided housing related support to enable vulnerable people to remain living in their own home. The function was jointly commissioned, from a budget of £38.417m, and covered a wide range of services across the city. The funds allocated to the scheme have decreased in size and have now become part of the Area Based Grant. Members queried how this would affect the service provided to vulnerable people in assisting them to remain in their homes. The Executive Member for Adult Services reported that cash grants were being made available to support the development of the capacity of the voluntary sector to bid for Supporting People contracts and provide a more competitive element to the service. Members requested a further report detailing how the efficiency targets to be achieved as a reduction of the funds allocated to Supporting People would affect service users and what action was being taken to mitigate the negative effects.

The Committee noted that the implementation of MICARE would lead to the development of a new performance framework to support the business of ASC. The Executive Member for Adult Services added that it was essential that MICARE worked effectively to ensure the delivery of high quality services however there had been some publicity surrounding some problems of implementation. The Committee requested a report to be presented back to a meeting of the Committee in six months time detailing the progress on the implementation of the MICARE performance management system.

Members of the Committee sought further clarification whether the ‘medium’ risk rating allocated to the economic downturn in the strategic risk register was adequate given the uncertain potential for increased demand for advice and care services from external providers. Officers advised that the financial viability of some external care providers may be affected but Manchester Advice were working to ensure that appropriate advice services were in place to support individuals.

The Committee noted that Mental Health services were highlighted as an area that required further improvement, and that a review of the current arrangements and services has been commissioned as part of this process. A representative of the LINK noted that the information on how the transfer of grant funding for Mental Health services to the Area Based Grant rather than specific allocated grants was vague and questioned how this

transition would be monitored. Officers responded that specific funds from the Area Based Grant had been allocated to address the issues highlighted in the Boyington report and that a set of performance indicators were in the process of being developed. The Mental Health sub group would pick up this work.

The Chair welcomed the Business plan and highlighted that a number of the key priorities within the Business plan were programmed in to the work of the Health and Well-being Overview and Scrutiny Committee in the next twelve months.

Decision

1. To welcome the Adult Social Care Business Plan
2. To request a report detailing the progress on the implementation of the MICARE performance management system to be reported back to the Committee in six months time.
3. To request a report detailing how the efficiency targets to be achieved as a reduction of the funds allocated to Supporting People would affect service users and what action was being taken to mitigate the negative effects be reported to a future meeting of the Committee.

HWB/09/05 Business Plan – Joint Health Unit

A report of the Director of the Joint Health Unit (JHU) outlined a summary of the interim JHU Business Plan for 2009/10 with a particular focus on the Teenage Pregnancy and the Valuing Older People Programmes. It was noted that the final version of this Business plan would be ready in advance of the new financial year by March 2009. The Committee was informed that the JHU was established in 2002 and contains staff funded by the Council and NHS Manchester. The Unit co-ordinates and delivers a number of programmes aimed at reducing inequalities in Manchester and between the City and the rest of the country as well as providing support functions such as health intelligence, research and development, programme and resource management.

The Committee was informed that the Teenage Pregnancy and the Valuing Older People Programmes were two of the ten key headline priorities of the JHU outlined in the report and presented two of the biggest challenges to the Unit.

The Teenage Pregnancy Team consists of three staff with support from other members of the JHU to co-ordinate the teenage pregnancy prevention and support programme. In 2009/2010 the team will:

- Continue to support the work of the Teenage Pregnancy Partnership Board (TPPB) and lead work on the priority themes (described below)
- Produce the teenage pregnancy action plan in conjunction with partners and then monitor and report progress against agreed actions
- Manage the Local Implementation Grant for Teenage Pregnancy.

The Valuing Older People Team consists of four staff with direction from the JHU and the Adult Social Care Directorate to co-ordinate and deliver the Valuing Older People Programme. In 2009/2010 the team will:

- Continue to convene and support the Valuing Older People Partnership Board and various network groups
- Lead the development of an ageing strategy for Manchester
- Manage the VOP budget, which is comprised of various funding streams (e.g. Working Neighbourhoods Fund).

Members of the Committee commended the work of the Joint Health Unit and acknowledged that it provide a valuable service in supporting individual Councillors in their casework by signposting to the relevant NHS service or individual. The Committee noted that the JHU played an important role in facilitating the close partnership working between NHS Manchester and the Council.

There was some discussion around Manchester being the first area to establish a joint unit between the Primary Care Trust and the Council and this was acknowledged as best practice with Tameside Council and Lancashire County Council recently establishing similar units to co-ordinate health information and intelligence to feed into the Joint Strategic Needs Assessment for the areas.

Decision

1. To thank the Joint Health Unit for the presentation and note that the Committee is looking forward to further presentations on the work of the Unit.
2. To recognise the importance of the Joint Health Unit in creating a common language between the Council and NHS Manchester to facilitate closer partnership working to reduce health inequalities in Manchester.
3. To endorse the draft Business plan of the Joint Health Unit